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PROPOSED PROJECT FOR WOODROW WILSON SCHOLARSHIP

My major project at the Woodrow Wilson School would be a documented study of organizational problems in the field of strategic intelligence. I made a start on such a study

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I brought the text up to date for publication of a revised edition in 1964.

The proposed study would omit, as did the textbook, material from classified sources that could not be published without violating national security safeguards. Despite this necessary omission, the study would, I hope, fill many information gaps that are responsible for widespread misconceptions about the role of intelligence in policymaking.

Among the subjects I want to examine are (1) the division of intelligence functions among various agencies of the government, (2) problems of overlapping jurisdiction, (3) the weight given by policymakers to intelligence assessments, (4) the methods for reaching consensus in the intelligence community, (5) issues of congressional surveillance.

In exploring these subjects, I expect to give due attention to several controversial points. Can an intelligence organization that is part of a policymaking arm of the government be reasonably free of pressures to tailor intelligence assessments? Should an intelligence organization be enlarged to include substantial competence in handling "overt information," or can reliance be placed on a better coordination of effort with academic institutes and other agencies? How much scope should an intelligence organization give for research and analysis that is not directly oriented to urgent policy questions of national security? There are limitations on the extent of commentary that can be devoted to such questions in an unclassified work, but it should be possible to say enough to make up a volume of modest size.

Part of my spade work would be done in the course of field trips to Washington. One reason is that some of the useful literature and source material is most readily available in Washington intelligence libraries. Another is the occasional need to follow up certain lines of inquiry by interviews with officials of the intelligence community and with "consumers" of the intelligence product.

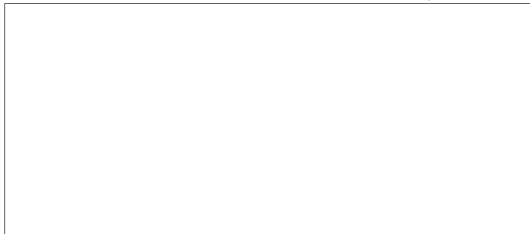
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25 YEAR RE-REVIEW

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I anticipate, however, doing most of the work in residence at Princeton, where I would benefit from participation in courses dealing with issues of public administration and national security. I want particularly to have the opportunity to consult with faculty members who have explored these issues, including authorities [redacted] who have thought about them in the context of intelligence work. As an experienced intelligence officer, I myself would bring to the proposed study some of the advantages and drawbacks of specialization. I would hope to minimize the drawbacks by access to scholarship outside the Washington "establishment."

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